

destinations

opportunities

communities

products

markets

people

economies

ideas

places



Massachusetts Port Authority

## Economic Impact Report 2006

Connecting





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## A Message from Massport

CEO Craig P. Coy and Chairman John A. Quelch

We are pleased to present **Massport Connecting**, which details the extensive and positive impact that the Massachusetts Port Authority has on New England, its people and its economy.

Few agencies affect so many people in so many ways. Massport facilities and operations represent prosperity for New England's families, support for New England's well-earned reputation as a world-class destination, and freedom for the people of this region to travel and do business anywhere in the world.

For example, if you fly for business or pleasure, you are among the millions who use Logan International Airport or Hanscom Field each year. When you go shopping, many of the items you buy are shipped by one of hundreds of local companies who rely on the Port of Boston for connections to markets overseas. And each year, more than 27 million trips are taken across the Tobin Bridge, another Massport facility.

Today, companies at Massport facilities employ more than 18,000 people. As many as 100,000 private sector jobs in the region are either directly or indirectly supported by Massport facilities and developments. All told, activities at Massport facilities

contribute almost \$8.7 billion to the local economy and nearly \$670 million in tax revenue to state, local and federal governments.

Equally important are the connections that Massport makes for the five leading industries identified by the Greater Boston Chamber of Commerce as drivers of regional growth: Financial Services, Health Care & Life Sciences, High Technology, Higher Education & Consulting, and the Visitor Industry. Together, these critical industries account for half the jobs generated in the region. And each is heavily dependent on the transportation services that Massport provides. In fact, if you work anywhere in New England, chances are your job depends in one way or another on a Massport facility.

**Massport Connecting** is a joint publication of Massport and the Greater Boston Chamber of Commerce. It examines the economic impacts of activities related to Massport facilities in 2004. We would like to thank Greater Boston Chamber of



Craig P. Coy  
CEO, Massport



John A. Quelch  
Chairman, Massport

Commerce President and CEO Paul Guzzi and the entire Chamber staff for their assistance. Also, we would like to thank independent consultant Leigh Fisher Associates and sub-consultants, PMG Associates, which focused on Massport's aviation, bridge and development operations; and Martin Associates, which studied connections at the Port of Boston. We also appreciate the assistance of all those interviewed for the study. Thanks to their efforts, we are able to show you the positive impacts that Massport's transportation facilities and development projects continue to have on the Boston economy and beyond.

Transportation has always played a key role in the New England economy. Massport remains committed to providing safe, secure and efficient transportation facilities that raise our standard of living, and improve the quality of life, for everyone who lives and works in New England.

### Massport Members of the Board

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**John A. Quelch, Chairman**  
Lincoln

**James M. Coull, Vice Chairman**  
Littleton

**Lois J. Catanzaro**  
Chelsea

**Paul D. Foster**  
Boston

**Ranch Kimball**  
Brookline

**Paul J. McNally**  
Sherborn

**John F. Monahan, Jr.**  
Dorchester

## A Message from Greater Boston Chamber of Commerce

President and CEO Paul Guzzi



**Paul Guzzi**

*Greater Boston Chamber President and CEO*

We are delighted to partner with the Massachusetts Port Authority to present **Massport Connecting**, a comprehensive look at the facilities that are the cornerstone of our region's transportation network, and their importance to the region's leading industries.

Five core industries drive the Greater Boston economy: Financial Services, High Technology, Higher Education & Consulting, Health Care and the life sciences, and the Visitor Industry. In this global economy, each of these industries must have access to customers, partners, talent, and goods throughout the world. They rely on Massport for that critical connection.

To ensure the competitiveness of our region's business community, the Greater Boston Chamber is focused on promoting innovation, improving business costs, growing and retaining a skilled workforce, and advancing development and transportation. A thriving Massport is central to this strategy, as access and proximity to its

many facilities - including Logan Airport - are key factors in a company's decision to locate or expand in the region.

The Greater Boston Chamber is committed to building an economically thriving and culturally diverse community. Working together with Massport, we are strengthening Greater Boston's position as a world-class region for those who live, work, and travel here.

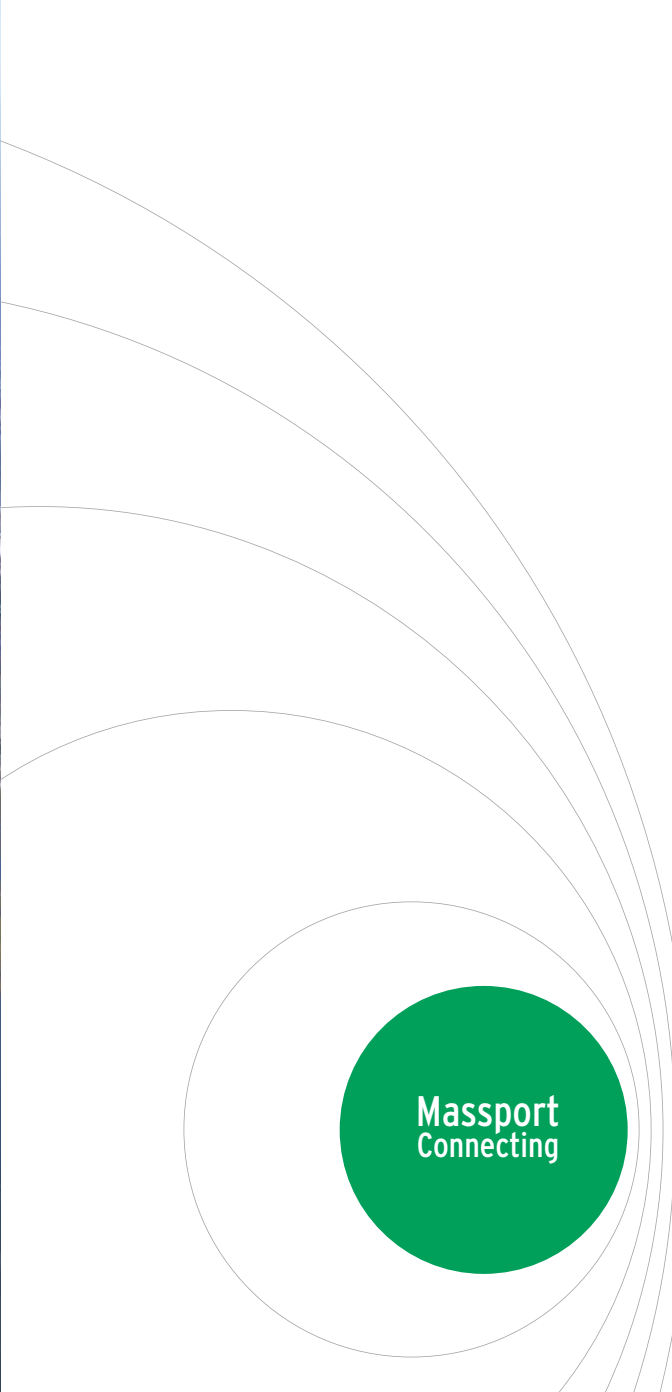


**18,000 people**  
employed at Massport facilities.

**95% of jobs**  
are held by Massachusetts  
residents.

**\$43,000**  
is the average annual income  
from jobs at Massport facilities.

**\$670 million paid**  
in income tax, property tax and  
payments in lieu of taxes for the  
state, local cities and towns.



## Making Connections

A local couple heads to Europe for their 50th wedding anniversary. A New England executive shakes the hand of a customer in Asia. A Boston family builds its dream kitchen equipped with sleek granite and tile. A regional youth soccer team cruises to Bermuda to play in its first big tournament. California parents hug their son at a local college graduation ceremony.

Massport makes these connections possible. Together with the private companies that do business at our facilities and the thousands of people they employ, Massport's facilities enable the region's leading industries and local residents to make connections with new markets, products, customers, family and friends. In just about every aspect of life in Massachusetts, Massport and the people who work at our facilities are helping the local economy to grow and improving the quality of life in the region.

Massport's infrastructure and transportation systems provide economic catalysts that enable the local

economy to thrive. Combined, Massport facilities are among the Commonwealth's largest employers, directly employing more than 18,000 people and supporting nearly 100,000 jobs. Massport seeks new routes for trade, welcomes new airlines, optimizes cruise ship facilities, and invests millions of dollars each year in capital projects.

- ① Conley Cargo Terminal
- ② Black Falcon Cruise Terminal
- ③ South Boston Waterfront Development
- ④ Fish Pier and Exchange Conference Center
- ⑤ Logan International Airport
- ⑥ Tobin Memorial Bridge
- ⑦ L.G. Hanscom Field

Massport  
Connecting

Contributing \$8.7 billion in total economic impact

As an organization, Massport has raised the bar for our facilities and our staff. Massport is committed to hard work and a team effort. It is focused on promoting a diverse culture in which individuals are respected, challenged, motivated and encouraged to take initiative. Developing a workforce that is representative of our community allows us to better serve our customers.

As an independent revenue-generating Authority, Massport does not receive any state tax dollars to fund its operations. However, Massport's facilities do generate significant tax revenues and payments in lieu of taxes to local and state government, forging an important connection between Massport and the communities it serves by helping

to fund essential services in cities and towns around the Commonwealth.

New England has always been known for its innovation and imagination, its spirit of adventure and entrepreneurship, its highly-skilled workforce, the beauty of its natural resources, and its world-renowned history and culture. And at Massport, we are connecting these distinctive New England strengths to the great markets of the world - with modern, safe, secure, efficient, convenient and cost-effective transportation that provides the foundation for economic success.

Massport's facilities and business operations support more than **100,000 jobs** in local communities and



"Greater Boston is positioned to embark on a path of economic growth. Its economy is strong and its intellectual assets are formidable. The long-term success of the regional economy depends largely on several key factors: access to international trade for the leading industries, our ability to attract talent from around the globe, growth in the visitor industry and future job creation. Massport's transportation facilities are a vital link in the future economic success of Greater Boston's economy as both job centers and catalysts for opportunities for the region's leading industries."

Paul Guzzi

*President & CEO  
Greater Boston Chamber of Commerce*

generate **\$794 million** in direct personal income



# The Leading Industries

## Economic Connections

At the heart of any regional economy are the unique leading industries that power the economy and define the local job market. In the Greater Boston region, the economy is driven by five leading industries. These industries have been identified by the Greater Boston Chamber of Commerce as: Financial Services, Health Care & Life Sciences, High Technology, Higher Education & Consulting, and the Visitor Industry. These five business sectors support half the jobs in the region, and the health of the local economy and job market is linked to their success.

The leading industries reflect what the region is best known for: leading the way in technology

innovation, excellence in education, healthcare, and a visitor destination with a long and proud history. Greater Boston attracts people from across the country and around the world. They attend local universities and seek care at world-renowned medical institutions. It is a place where great minds have the freedom to explore ideas and access to resources they need to become innovators in their fields. Greater Boston's place in history, combined with a reputation as a home to world-class cultural and historical attractions, continues to make Boston one of the most popular destinations in the country.

Greater Boston's leading industries support half of all the jobs in the region. Together, the five leading industries employed more than 720,000 people in the region in 2004 and sustained more than 100,000 additional jobs in supplier industries.

Massport  
Connecting



**724,000 people employed**  
by leading industries that depend on Massport

Massport will continue its mission of enhancing and enabling economic growth and supporting the needs of the leading industries by improving its transportation facilities.

With a high percentage of business travel and time-sensitive products and services, the region's leading industries depend on Massport's facilities to grow their businesses and institutions. Many of the leading industries work with business partners around the world or have offices in other parts of the country. Massport's transportation infrastructure provides the platform for these businesses to serve their customers in a global economy.

As New England's premier international airport, Logan Airport provided a world-class travel experience for the 4.2 million international travelers who visited the region in 2004. It is a vital link for local companies doing business internationally.

The Greater Boston Chamber of Commerce and its members recognize the importance of this valuable asset and have identified advancing development and transportation, including the continued modernization of Logan Airport, as one of their key initiatives for the coming year. The Chamber also views the development of the South Boston Waterfront as critical to the future success of the leading industries.

The region's leading industries were severely affected when the economy entered a recession in 2000. But as the economy strengthens, access to growing international trade and markets is critically important to their success and the stability of the local economy.



73,600

employed in Visitor Industry



111,800

work in High Tech



131,900

employed by Financial Service Companies



"Helping our customers reach their goals is an important focus for Citizens Bank. Our commercial customers include businesses of every size and from every industry including manufacturing, health care and technology. These companies are driving the local economy and creating jobs. To be successful, they must have reliable access to their customers, manufacturers and business partners. Massport's transportation facilities are important to the success of our region's leading industries in the global marketplace."

Robert E. Smyth

*Chairman, President & CEO  
Citizens Bank of Massachusetts*

"Jury's Doyle Hotels saw a need for more hotel rooms in Boston. The completion of many modernization projects made the city very appealing to our company. Since Jury's is based in Ireland & the UK, our brand was already well known by many of the international visitors that come to Boston through Logan Airport. From the day we opened, we have been delighted by the response of our customers."

Stephen Johnston

*General Manager  
Jury's Doyle Boston*



154,200

work in Education & Consulting



252,500

employed in Health Care & Life Sciences



# Logan International Airport

## An Economic Powerhouse

Connections to the global economy begin at Logan International Airport. More than 26 million passengers passed through Logan Airport's doors in 2004, and with 4.2 million international passengers, Logan Airport is one of the nation's busiest international gateways. Logan Airport offered direct flights to 27 international and 72 domestic destinations. It connects New England to the world.

The travelers arriving on flights at Logan Airport create ripples of economic benefits when they spend their money at restaurants, hotels, shops, cultural attractions and special events. This makes the Visitor Industry one of Greater Boston's leading industries. Logan flights carry a strong mix of vacationers and business travelers, including local entrepreneurs and business people growing their companies, creating new jobs and further boosting our local economy.

In 2004, activities associated with Logan Airport pumped an average of \$19 million a day into the local economy. From airport-based businesses, such as the airlines and hotels, to the many support industries needed to maintain airport operations, the impact of Logan's economic benefits is felt statewide and beyond.

Massport  
Connecting



**\$19 million a day**  
from Logan keeps the economy on the rise

To make sure that our passengers reach their destinations in the safest and most comfortable way possible, hundreds of airport-related companies and ancillary services support airport operations. Airport companies spend money locally and employ thousands of Massachusetts citizens. Companies at Logan Airport employed 10,879 people in 2004\*. The activities and jobs connected to Logan Airport generated an average of \$19 million a day in positive economic impact.

Charting a course for the future, Logan Airport has positioned itself as an attractive market with competitive fares. Massport is aggressively targeting new long haul, international service to the

expanding economies of Asia and South America. Capitalizing on new service opportunities and expanding existing service will result in more choices and lower fares for the traveling public and more jobs for the Greater Boston region.

As Logan Airport completes its \$4.4 billion Logan Modernization Program, new terminals, parking facilities, and airport concessions have transformed Logan Airport into a truly world-class facility capable of meeting the needs of local travelers and businesses for many years to come.



10,879 direct jobs



26 million passengers



759 million pounds of cargo



\$559.4 million in state and local taxes



"JetBlue entered Logan Airport in 2004 because Governor Romney and Massport convinced us that we were a good fit for the airport and the market. We started with 11 daily flights to five destinations and have routinely added more flights and destinations. There are more growth opportunities in the future and JetBlue will continue to invest in Boston facilities and add more jobs. We are committed to serving the New England market and providing a great travel experience for every person who flies JetBlue."

David Neeleman  
CEO  
JetBlue Airways

"Westfield shares Massport's vision of serving Logan passengers through first-rate retail that mixes nationally recognized retailers and local favorites. Our partnership began in 1997 with 21 retail shops in Terminal C. In 2005, our retail program added 33 stores and restaurants in Terminal A. Westfield is confident that Boston is a vibrant market. We expect to bring more sales, more tenants and more jobs to Logan each and every year."

George Giaquinto, Jr.  
Vice President, Airport Division  
Westfield Concession Management, Inc.



**\$882.3 million** in local purchases



**\$7 billion** in total annual economic impact



## Hanscom Field

### New England's Premier Full-Service Corporate and General Aviation Facility

Time is money and nowhere is that more true than in the fast-paced whirl of "America's Technology Region." Located on Routes 95/128, Hanscom Field has become a vital link to domestic and international destinations for local companies. Its convenient location and modern facilities make Hanscom New England's premier full-service corporate and general aviation airport.

Hanscom generates significant economic impact and supports hundreds of jobs. By providing convenient access to air travel, Hanscom connects

many of the region's largest employers with their customers. Businesses look for easy access to air travel when deciding where to locate. Hanscom enables local business travelers to make quick connections for corporate travel so they can "close the deal."

Nationally, general aviation flyers have point-to-point access to more than 5,400 airports like Hanscom with the support services required for general aviation activity and located close to places where America's companies do business.

Aircraft operations at Hanscom Field include commuter, charter, business and personal aircraft as well as flight school activity. As the busiest general aviation airport in New England, Hanscom plays a critical role as a general aviation reliever for Logan Airport, enabling the regional aviation system to operate more efficiently.

Massport  
Connecting



**179,609 civilian aircraft operations**  
connected individuals and businesses to countless opportunities

Hanscom's facilities include full-service Fixed Base Operators (FBOs), which accommodate all corporate aviation needs and support commercial and charter services. These companies provide everything from catered dinners to limousine service and jet fuel - all purchased locally. The recent addition of on-demand charter service has opened up new avenues for business and leisure travel - further fueling the local economy. The traveling public has the option of using commuter air carrier service to niche markets. And the airport is an important resource for Hanscom Air Force Base, a research and development facility abutting the airfield.

Massport recently invested almost \$2.5 million in airfield, terminal and other facility improvements at the airport. All told, about \$44.4 million has been spent on completed capital projects at Hanscom since 1959.

These and future investments ensure that Hanscom is well equipped to serve the diverse needs of users and support a wide variety of aircraft and future economic growth.



462 direct jobs



\$9.6 million in state and local taxes



"Local companies require quick access to corporate aviation services, and almost every business in the circle of corporate life on Routes 128 and 495 has become one of our corporate aircraft customers at Hanscom Field. As our business at Hanscom has grown, Jet Aviation has expanded the amount of business we do locally. We hire local cleaning companies, landscapers, dry cleaners, and even engineering firms to help us improve our facilities for our growing customer base."

Thomas Mitchell  
*General Manager  
 Jet Aviation, Hanscom Field*

"Whether you're a frequent business traveler or someone looking for a quick ski trip to the mountains, Linear Air takes pride in being the convenient air travel alternative. Our location at Hanscom Field is ideal for catering to the needs of the many business and leisure travelers in the area."

Bill Herp  
*President & CEO  
 Linear Air*



**\$65.4 million** in local purchases



**\$180.6 million** in total annual economic impact



# The Tobin Memorial Bridge

## A Vital Connection for the Economy

The Tobin Memorial Bridge was erected between 1948 and 1949 and opened to traffic in 1950. At 2.25 miles long, the Tobin is still the largest bridge in New England. With three travel lanes northbound on its lower level and three lanes southbound on the upper level, it is the critical link that connects North Shore residents and businesses to the larger economy, moving products to the marketplace and people to their jobs. Each day, thousands of commuters and businesses rely on the Tobin Bridge to get them where they need to go.

In addition to providing jobs for the people who work there, the Tobin Bridge also provides a priceless commodity to the individuals and businesses that depend on it - time. Without the Tobin, commuters would be forced to use less direct routes, tying up local roads and highways and losing valuable time in frustrating traffic gridlock.

A vital part of the regional highway system, the more than 55-year-old Tobin requires constant investment and maintenance to keep the Bridge safe, secure and efficient. Massport has developed a carefully phased maintenance plan and has

The thousands of vehicles that travel across the Tobin Bridge carry people making connections to their jobs, their families and the wider economy.

Massport  
Connecting



**75,000 vehicles per day**  
have a direct route to opportunity via the Tobin Bridge

committed significant resources to ensure the long-term viability of the Tobin Bridge. These projects generate additional economic benefits.

The Tobin is in the midst of a phased painting program designed to protect the Bridge against the elements. The project will provide a protective shield for the steel structure against the harmful effects of the coastal elements. The project will also improve the aesthetics of this local landmark for patrons and the surrounding communities.

The Tobin also is undergoing a deck rehabilitation program that will ensure the long-term structural integrity of the Bridge. The deck rehabilitation protects the steel grid system by extending the

life of the roadway surface and providing a safer, smoother trip for commuters. Improving the rideability of the Bridge is a key component of this project and is critical to customer satisfaction.

Massport also has implemented a number of measures to streamline the toll collection process and create more seamless connections from the Bridge to adjacent roadways. Massport continues to take the necessary steps to ensure that the Tobin will be connecting local residents and companies to opportunity for years to come.



63 direct jobs

\$9 million in local purchases

\$1.4 million in state and local taxes



"Since opening in 1909, Kayem has grown to over 500 employees and has become a leader in the food business. Our location in Chelsea has provided us with a strong local labor pool and excellent access to the highway for our deliveries. With two bridge exits and an on-ramp within two blocks of our building, the Tobin makes it easier for our employees to get to work and provides convenient access for our vendors."

Ray Monkiewicz  
*CEO and President  
 Kayem Foods Incorporated*

"As one of the largest local distributors for H.P. Hood, Rosev Dairy makes weekly deliveries to 1,500-1,600 small Mom and Pop retailers within the Greater Boston area. Access to our customers is critical. The Chelsea entrance of the Tobin Bridge gives us a direct route to downtown Boston and helps us get our trucks on the road quickly each morning."

Bob Rosselle  
*Vice President  
 Rosev Dairy, Chelsea*

**\$22.4 million in total annual economic impact**



# The Port of Boston

## A Rich History, A Bright Future

Building on the rich maritime history of the city, Massport has redefined the Port of Boston and realigned the Port facilities to optimize efficiency and productivity. These changes have enabled Massachusetts and New England importers and exporters to better compete in world markets. As a result, in 2004, the Port of Boston experienced record growth in almost every aspect of port activity.

Continuing investment in the Paul W. Conley Container Terminal in South Boston is making this terminal one of the most modern and efficient container facilities in the world. Through Massport's efforts, local companies have direct ocean service from the Port of Boston to the major ports and trading areas of the world. Conley Terminal hosts three vessels each week, providing direct service to Asia, Northern Europe and the Mediterranean. In addition, two barge and feeder services connect Boston to Nova Scotia and New York. Local businesses recognized these

In 2004, the Port of Boston handled 1.5 million tons of cargo, connecting businesses with new opportunities and local residents with the products they need, with an emphasis on keeping shipping costs competitive.

Massport  
Connecting



**1.5 million tons of cargo** connects with  
businesses and residents through the Port of Boston

opportunities and responded by shipping their freight through the Port of Boston, connecting with new business partners and markets overseas with greater efficiency.

The Moran Terminal in Charlestown is currently leased to Boston Autoport for the import and distribution of automobiles.

After years of investment and marketing, Cruiseport Boston serves one of the fastest growing cruise markets in the country. Cruiseport Boston hosted 95 vessels carrying about 200,000 passengers in 2004. Cruiseport activity has increased nearly 600 percent during the last 12 years, and today cruise ships pump \$18 million annually in local purchases into the local economy. Food, flowers and specialized services like

piano tuning are just some of the niche businesses that serve the needs of cruise lines and their passengers.

Boston's traditional maritime uses also are thriving. Fishing and seafood processing continue to play an important part in the Port of Boston's activities. Massport supports these traditional fishing industries by ensuring the Port of Boston provides facilities for seafood processing and berthing of fishing vessels.

Recent investments in the Port and the addition of new shipping routes have positioned the facilities to continue to grow, competing with larger ports and meeting the needs of Port users and their customers.



95  
cruise vessel calls



2,247  
direct jobs



200,000  
cruise passengers



"Prior to the direct Port calls to China, we hardly shipped anything out of Boston—ironic, as we were a Boston-based company. Now we are on track to double our exports from Boston. We have also acquired new facilities in the area to take advantage of this direct China service."

Dan Kraft

*President  
International Forest Products*



"I started tuning pianos on cruise ships in Boston about 14 years ago. At first, it was a small job here and there. Now it's not unusual to go to the cruise terminal three times a week and tune up to 20 pianos at times."

Kirk Hughes

*Owner  
Acoustic Piano*



**\$33.4 million**  
in state and local taxes



**\$449.3 million in total annual economic impact**



# Developing Boston's Future

## Maximizing Opportunities for Growth

Massport keeps the operational needs of its facilities, and the industries that rely on them, at the forefront of every major development decision it makes. As a major property owner along the Boston waterfront in South Boston, East Boston and Charlestown, Massport has been a key player in shaping the South Boston Seaport District and other waterfront areas.

Before developing any of Massport's waterfront properties, Massport undertakes a community-based strategic planning process to solicit input from its neighbors. Sensitive and successful waterfront redevelopment means considering the needs of landowners, abutters, neighboring

communities, potential new residents, developers, and the City of Boston. Massport development project managers consider not only the revenue-generating potential of each parcel to support the Port of Boston financially, but also what it can mean to those who live, work, and recreate nearby and to those who will become new Massport neighbors.

Residents of East Boston, for example, expressed a great desire for home ownership opportunities on the new waterfront. Massport's developer has proposed a mixed-use project of both apartments and condominiums, including an appropriate mix of affordable units on Pier One and its backlands.

Companies that build on Massport land purchase everything from office supplies to concrete to dry ice. These local purchases support businesses of all sizes and create jobs.

Massport  
Connecting



**\$236 million in local purchases**  
help build the economy and the city.

Residences in both East Boston and South Boston will have appropriate levels of sound-proofing to enhance the quality of life in formerly industrial neighborhoods near existing aircraft flight paths.

With the Port and much of Boston's maritime industry located in close proximity to development property in the South Boston Seaport District, Massport collaborated with the City of Boston and planners at the Central Artery Project to designate truck routes through the area for Port businesses. The agreed-upon routes allow for a peaceful co-existence of industrial and residential uses.

Massport development projects are revitalizing underutilized properties, creating thousands of

jobs, and generating millions of dollars in economic impact for the local economy. These vibrant new projects include businesses, tourism, cultural facilities, and residential living. And when companies such as Manulife Financial decide to relocate their U.S. headquarters to one of Massport's development properties, they create additional jobs and bring with them employees and intellectual capital that further stimulate economic growth.

Over the next few years, several key development projects will take shape on Massport properties. In mid-2006, Roseland Property Company will plan to break ground for more than 500 residential units on the East Boston waterfront. The project will infuse \$8-10 million in capital investments in the East Boston Shipyard and more than double

the capacity of the existing marina. Also, in 2006, the final phases on the Park Lane Seaport Apartments in South Boston will be completed. The development includes 353 residential apartments with retail venues on the ground floor.

In addition, the 471-room Marriott Renaissance hotel is slated to open on Massport property in South Boston in 2007. This full-service hotel will cater to the needs of visitors to the nearby Boston Convention and Exhibition Center. One of the largest developments on Massport property, Waterside Place and Waterside Crossing, will begin construction in 2007. A total of 1.2 million square-feet in developments located in the "Core Block" in South Boston, will feature retail space, condominiums, parking, a Visitor Center and a hotel.



4,811 direct jobs



460 acres of property



\$64.4 million in state and local taxes



"We have been developing property in the South Boston Seaport District for more than 20 years. When we first started bringing tenants into the area, it was largely a matter of trust. Critical to that trust was the vision for the area and investment commitments made by Massport. The South Boston Seaport District is experiencing a rebirth. Soon we'll have a new part to our city that reflects our maritime heritage and embraces the future with its own unique waterfront personality."

John Drew  
*President  
 John Drew Company*



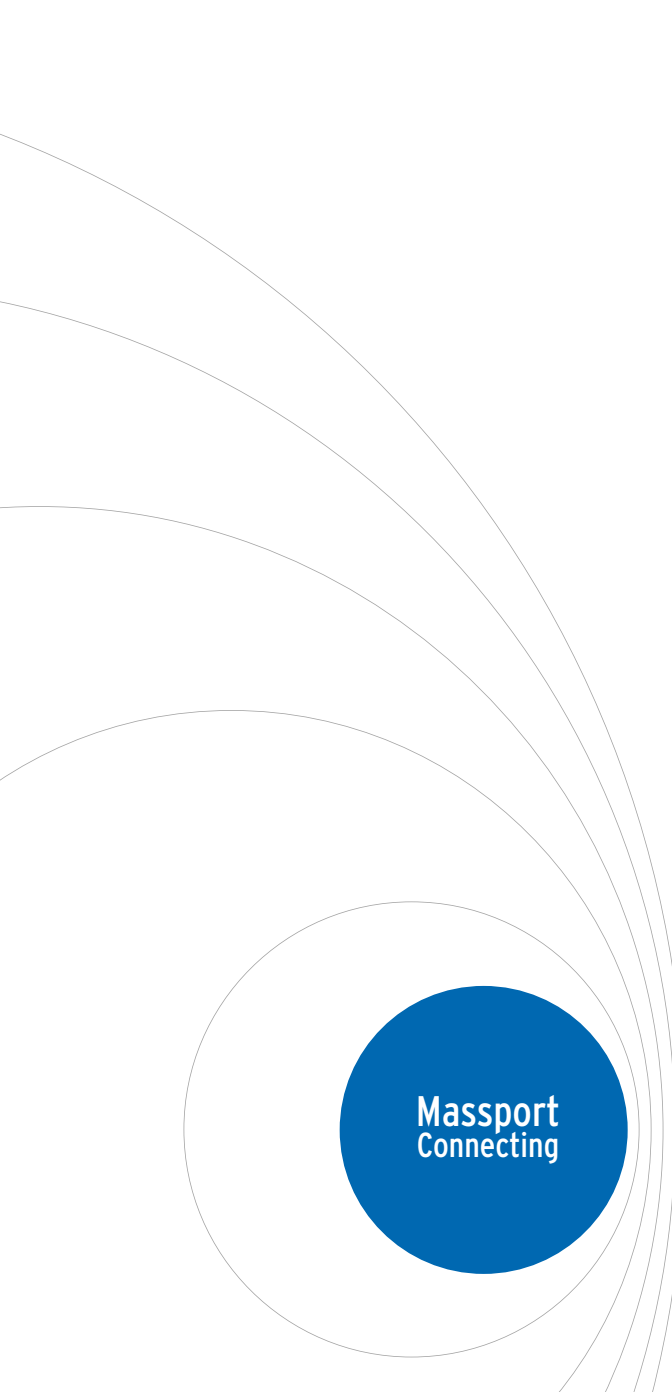
"Our company began the search for the right location for a new corporate headquarters about ten years ago. When Massport earmarked the North Point Jetty for seafood processing, I knew we found the perfect home for growing our business. We now have a state-of-the-art plant with lab facilities for quality control testing that also supports our restaurant, mail order and prepared food businesses. We are in the heart of the seafood processing district and are well positioned to ship and receive products by land and air."

Roger Berkowitz  
*President & CEO  
 Legal Seafoods*



\$1.2 billion in total annual economic impact





## Connecting With Our Community

### Our Facilities and Our Neighbors

Massport considers the impacts of its facilities on the neighboring communities continually in the development of its policies and business decisions. Massport believes in being a good neighbor, fully connecting with its host communities. While recognizing that not all the impacts associated with living near a major transportation facility are positive, Massport seeks to enhance the quality of life in surrounding communities. This is accomplished through beautifully landscaped airport edge buffers, construction and maintenance of public parks, and support for community-specific civic programs, including summer jobs, scholarships and local youth sports.

In 2004, Massport joined with community and elected leaders to open the South Boston Maritime Park on the South Boston waterfront after a four-year community planning process. The park is themed with nautical elements and interpretive art, connecting Boston's proud maritime past with the modern day activities within the Port of Boston. Massport also continues to maintain and operate the East Boston Piers Park, home to numerous cultural, educational and civic events held throughout the year.

In 2004, Massport spent more than \$12.5 million on goods and services provided by businesses located in East Boston, South Boston, Winthrop, Revere, Charlestown and Chelsea.

Massport  
Connecting

**\$12.5 million** spent on local purchases

In 2004, Massport created more than 250 summer jobs for local youths and spent \$140 million to soundproof homes and schools in surrounding communities including East Boston, South Boston, Winthrop, Revere, Chelsea and Charlestown.

Massport actively partners with local business groups to improve access to economic opportunities for business owners in neighboring communities. [Massport Means Business: For Neighborhood Entrepreneurs](#) is an outreach program that connects purchasing agents with local business-people to assist them in identifying and competing for Massport work. From catering to auto repair to construction services and dry cleaning, Massport is making business connections with its neighbors.

“Our company has been in business in East Boston since 1928. We started bidding Massport’s welding work in the late 1980s and today Massport projects are a large percentage of our business. Our close proximity lets us respond quickly to Massport. Now we are working on everything from container handling equipment in the Port to snow melters at Logan. By working for Massport, we’ve made contact with construction companies that have hired us.”

**Bob Loiacono**

*Vice President  
Welding Engineering Company of Boston, Inc.*



## Mission Statement

Massport and its transportation operating entities exist to enhance and enable the economic growth and vitality of Massachusetts and New England.

To achieve this mission we are committed to deliver public service leadership at world-class standards:

Secure, safe and efficient operations

Customer-friendly services and facilities

Motivated, diverse and highly skilled workforce

Strong and reliable financial performance

Open community relations and outreach

Environmentally responsible policies

## The Report

In 2005, the Massachusetts Port Authority and the Greater Boston Chamber of Commerce commissioned a technical report on the economic impact of Massport's facilities and the public Port of Boston seaport terminals. Leigh Fisher Associates and sub consultants, PMG Associates and Martin Associates, were retained to document the magnitude of jobs, revenue and taxes generated by Massport in 14 counties within Massachusetts, New Hampshire, and Rhode Island. This booklet summarizes the key findings of that detailed Economic Impact Report.

## The Methodology

The methodology used by Leigh Fisher Associates consisted of:

- Developing primary data on the direct economic impact of businesses at Massport facilities and public Port of Boston seaport terminals
- Obtaining relevant regional, State, and national economic activity indicators
- Analyzing surveys of airport passengers conducted by Massport in 2004
- Utilizing surveys of visitors to the region conducted by the Greater Boston Convention and Visitors Bureau in 2003
- Conducting surveys of tenants, airlines, rental car companies, ground transportation companies, on-site service providers, private security companies and other government agencies at Massport's airport and development properties
- Interviewing cargo shippers and freight forwarders, vessel operators, cargo handlers, barge operators, tour operators, travel agents, cruise lines, government agencies and fish processors/distributors
- Conducting regional input-output model analysis using the Regional Input-Output Modeling System (RIMSII) created by the U.S. Department of Commerce, Bureau of Economic Analysis, as customized for the 14-county area



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